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A SURVEY OF EVENING COLLEGE ADMINISTRATION PRACTICES IN CALIFORNIA JUNIOR COLLEGES.

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OF THE 80 QUESTIONNAIRES SENT TO EVENING COLLEGE ADMINISTRATORS, 59 (74 PERCENT) WERE RETURNED. THE PURPOSE WAS TO DISCOVER DIFFERENCES BETWEEN DAY AND EVENING ADMINISTRATIVE PRACTICES. THE FINDINGS SHOWED THE MAIN VARIATIONS (BESIDES HIS TITLE AND PLACE ON THE SALARY SCHEDULE) IN THE ROLE OF THE EVENING ADMINISTRATOR IN SEVERAL AREAS--(1) HIS RELATION TO THE TRUSTEES, (2) BUDGET PLANNING, (3) FACULTY HIRING, (4) FACILITY PLANNING, (5) COUNSELING POLICY, (6) CLASS SCHEDULING, (7) FACULTY PAYROLL PROCESSING, (8) SALARY NEGOTIATIONS, (9) INSTRUCTIONAL SUPERVISION, (10) CURRICULUM COORDINATION, (11) HIRING OF CLASSIFIED PERSONNEL, (12) CAMPUS PUBLICATIONS, AND (13) EXTRA-CLASS ACTIVITIES. DIFFERENCES WERE SHOWN, NOT ONLY BETWEEN DAY AND EVENING PRACTICES, BUT ALSO AMONG THE EVENING COLLEGES THEMSELVES. THE AUTHOR RAISES THE QUESTION OF WHETHER OR NOT IT MIGHT BE BENEFICIAL TO HAVE AT LEAST SOME DEGREE OF STANDARDIZATION IN EVENING COLLEGE ORGANIZATION AND PRACTICE, ESPECIALLY IN THE MATTER OF ADMINISTRATIVE TITLES. (HH)

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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FRESNO CITY COLLEGE

OFFICE OF THE DEAN OF STUDENTS

A SURVEY OF EVENING COLLEGE ADMINISTRATION PRACTICES IN CALIFORNIA JUNIOR COLLEGES

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LOS ANGELES

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INFORMATION

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A SURVEY OF EVENING COLLEGE ADMINISTRATION PRACTICES IN CALIFORNIA JUNIOR COLLEGES

Of a total of eighty questionnaires that were sent to evening college administrators of California junior colleges fifty-nine (74%) were returned. Table I shows approximate evening college enrollments and demonstrates the outstanding characteristic of the data that follow. That characteristic is one of variations, of differences--differences in size, organization, administrative titles, practices, and procedures.

Three respondents indicated that their colleges do not distinquish between "day" and "evening" students, that their schools operate throughout the day and evening under one over-all administration, and that responses to many of the items of the questionnaire are not meaningful in their situations.

TABLE I

APPROXIMATE ENROLLMENT IN EVENING COLLEGES

Enrollment	Number of Colleges	Enrollment	Number of Colleges	Enrollment	Number of Colleges
0-500	3	3,001-4,000	5	9,001-10,000	2
501-1,000	7	4,001-5,000	6	12,000	1
1,001-1,500	6	5,001-6,000	2	No evening enrollment reported	3
1,501-2,000	5	6,001-7,000	3		
2,001-2,500	6	7,001-8,000	2		
2,501-3,000	5	8,001-9,000	3		

The median evening enrollment for the fifty-six reporting schools is 2,800. The mean is 3,170.

Administration

Thirty-nine schools (66%) reported that a full-time dean is assigned to the evening program. In sixteen of these schools administrators are on duty during the hours of 1:00 p.m. to 10:00 p.m. Reports from the remaining twenty-three show no particular pattern. Ten reported split schedules, generally morning and evening on the days evening classes are held and 8:00 a.m. (or 8:30 a.m.) to 5:00 p.m. on Friday. One dean indicated his hours to be 8:00 a.m. to 10:00 p.m.; another is on duty from 9:30 a.m. to 10:30 p.m.

Eleven of these thirty-nine schools provide the full-time administrators with a part-time assistant.

Twenty-four (41%) schools reported that a full-time assistant dean is assigned to the evening college, apparently in some instances to assist the dean and in others to serve as the administrator-in-charge. Hours assigned to assistant deans vary greatly, also. Twelve serve from approximately 1:00 p.m. to 10:00 p.m. There is no pattern in the assignment of the remaining assistant deans.

Specific titles of evening college administrators include more than twenty different appellations. Thirty-four (58%) were identified as "dean". The most frequently mentioned (nineteen) was Dean of the Evening Division (or College). Four are Dean of Instruction (day and evening); three, Dean of the Evening Division (or College, or Extended Day) and Summer Session. One administrator, in a larger than average school, serves as Dean of Instruction and Director of Evening and Summer Programs. Fourteen administrators (24%) have titles indicating the Assistant (or Associate) Dean level; five (8%) have Director titles. Appendix I contains a list of the evening college administrator titles reported.

Placement on the salary schedule for evening college deans is equal to the Dean of Instruction in seventeen (29%) of the schools; nine (15%) indicated placement was "equal to the other deans"; thirteen (22%) are placed "below other deans"; three (5%) at or close to the vice-president level; and three (5%) are placed at the "third level" of the administrators' schedule.

Placement of the assistant deans in thirteen (22%) schools is "below the deans" (or equal to assistant or associate deans) on the schedule; five (8%) are equivalent to division deans; and two (3%) are at the level of coordinators.

Fourteen schools (24%) reported that administrative assistants are assigned to evening college. Seven of these schools have coordinators as assistants; two have directors. The remaining assistants have various titles such as supervisor, assistant dean, specialist, and assistant.

Seventeen respondents (29%) enclosed a copy of the administrative organization plan for their schools. Several of these are included in Appendix II as examples of various types of organizational patterns.

Responsibilities of the Evening College Administrator

The evening college dean is on the college cabinet in fifty-three (90%) of the schools. However, in only twenty-one (36%) of the colleges is he responsible for presenting needs of the evening college at trustee meetings.

Evening college deans vary in their responsibility in other areas. In budget planning fifty (85%) are responsible; four (7%) are partly responsible. Forty-eight (81%) are responsible for employing evening college faculty; four (7%) are partly responsible.

In hiring classified personnel thirty-four (58%) evening college deans

are responsible and three (5%) are partly responsible. There was no indication that any particular administrator has this responsibility in the remaining schools.

Only twenty (34%) evening college deans are responsible for planning building needs for the evening college. In the remaining schools this responsibility rests with administrators or groups having a total of eighteen different titles, including the president, the dean of instruction, and the "New Construction Committee."

Twenty-seven evening college deans (46%) employ the evening college counselors. In twenty-one schools (36%) this is handled by the administrator responsible for the counseling and guidance personnel of the school such as Dean of Students, Dean of Counseling, Dean of Student Personnel, or Director of Guidance.

In fifty (85%) of the colleges the evening college dean is responsible for the evening class schedule. In seven (12%) the division deans have this responsibility; however, they serve in an advisiory capacity in most schools. In only four (7%) schools the division deans were reported as not being involved in this task.

Forty (68%) evening college deans are directly responsible for processing the faculty payroll; twenty-one (36%) for processing the classified payroll; and thirty-four (58%) for ordering instructional supplies.

In a majority of schools (thirty-three schools, 56%) salaries for the evening college staff are negotiated by the salary committee (or some such similar group). In ten schools (17%) the evening college dean fulfills this function; and in eight (14%) various other administrators negotiate. Only in one school was mentioned the exsistence of an Evening Faculty Senate.

Supervisors and Coordinators

In twelve schools (20%) "day" division deans or department chairmen have no responsibility for evening college teacher supervision; in ten (17%) they are fully responsible; in the remaining schools it is on a cooperative, part-time, as-need-arises basis.

Those who supervise evening instructors are responsible to the dean of the evening college in thirty schools (51%) and to the dean of instruction in fourteen schools (24%).

Coordinators for particular areas of the evening college curriculum are employed by only nineteen schools (32%). Ten schools employ one coordinator; the remaining nine schools employ up to a maximum of four coordinators. Most frequently mentioned were coordinators of apprenticeship (eight schools, 14%) and coordinators of police and/or fire science (nine schools, 15%); six schools (10%) have a coordinator in the area of trade or industrial arts; three schools (5%) have real estate coordinators. Although these administrators are usually entitled coordinators, some have the title of director, supervisor, department chairman, or program chariman.

The number of hours worked by these individuals varies from two hours per week to four hours per night, with several serving "when the need arises." Eight of the nineteen are on duty nine months of the year; seven are on duty ten months; the remaining vary up to twelve months.

Counseling

Fifty-one schools (86%) reported having at least one regular counselor on duty during evening class hours. Many schools indicated that additional counselors are employed as the need arises. Only two schools (3%) indicated there is any effort to establish a particular counselor/student ratio.

In thirty-six schools (61%) the counselors are paid on an hourly basis. In twenty-five schools (~~36%~~ 42%) the counselors are on duty three hours each evening; hours vary in the remaining schools.

Office Workers

All but four schools (93%) employ at least one secretary for the evening college. Twenty-six schools (44%) employ one secretary; nine (15%) employ two; five schools (8%) employ three secretaries. There is much variation in the hours worked by the secretaries; in twenty-five schools (42%) they work from lunchtime or shortly therafter to nine, nine-thirty, or ten o'clock in the evening; others work during day hours, i.e. 8:00 a.m. to 5:00 p.m.

In twenty schools (34%) attendance clerks are employed at night. Day admission and records personnel are responsible for evening college records in forty-seven schools (80%). Thirty schools (51%) assign work-study students to the evening college. Responses giving the total number of classified employees working in the evening ranged from one to eighty; some respondents included custodial as well as office personnel.

Other Classified Workers

A supervisory custodian is employed for the evening program in thirty-nine schools (66%). Forty schools (68%) have some type of security patrol for the evening hours. Eleven schools (19%) use police science students; seventeen (29%) employ a sucurity guard (often an off-duty officer) or have campus police; six (10%) rely on the regular city police or county sheriff personnel.

Evening College Faculty

The table below shows the number of ergular day teaching staff employed in the evening for extra pay. The median number for the schools responding to this question is forty-seven day staff teaching for extra pay. The numbers employed range from zero to 211.

TABLE II

DAY STAFF EMPLOYED IN THE EVENING FOR EXTRA PAY

Number of Instructors	Number of Colleges	Number of Instructors	Number of Colleges
0-10	7	61-70	7
11-20	6	71-80	3
21-30	9	81-90	1
31-40	3	91-100	4
41-50	6	101-125	3
51-60	3	211	1

Table III shows the employment of evening instructors from business, from trade and industry, and from other areas, principally schools, police and fire departments, and the medical fields.

TABLE III

EVENING INSTRUCTORS FROM THE COMMUNITY

	Number of Schools		
Number of Instructors	Business	Trade & Industry	Other
0-10	19*	13	13
11-20	11	10	6
21-30	5	5	5
31-40	3	6	5
41-50	4	2	4
51-60	0	0	2
61-70	0	0	1
71-80	0	0	0
81-90	1	1	1
91-100	2	1	1
101-150	0	0	1
151-200	0	1	1
201-250	0	1	0

*Example: Nineteen schools employ between zero and ten instructors from business.

The median number for business is sixteen, fifteen for trade and industry, and twenty-one for "other".

Only thirteen evening administrators (22%) reported having difficulty in obtaining substitutes.

The variations in the size of the responding schools is evident in Table IV which shows the number of classes offered in the evening. The range is from twenty-eight to over 1,000.

TABLE IV

NUMBER OF CLASSES OFFERED IN EVENING COLLEGE

Number of Classes	Number of Colleges	Number of Classes	Number of Colleges
0-50	6	301-350	4
51-100	15	351-400	2
101-150	6	401-450	2
151-200	8	451-500	2
201-250	5	500-1,000	2
251-300	1	Over 1,000	1

The median number of classes offered is 144.

Miscellaneous

Seventeen evening colleges (29%) have a publication of some kind. Only ten (17%) publish a newsletter, newspaper, or bulletin. The other publications mentioned are handbooks, brochures, or schedules.

Twenty-two evening college programs (37%) apparently get good coverage in the campus newspaper; fourteen others (24%) report they get publicity when it is requested.

Only ten evening college faculties (17%) are represented directly on the academic senate.

Extra-class activities planned specifically for the evening students are very limited. Nineteen schools (32%) schedule speakers; seven (12%) have dances; and ten (17%) have other types of activities. Many respondents indicated all such college activities are open to day and evening students.

Summary and Recommendations

Only in a very few areas is there consistency in evening college organization and practice in California junior colleges. Whether or not this is advantageous is debatable. However, some thought could be given to standardization in certain aspects of evening college administration and perhaps junior college administration in general. For example, a veritable titular Tower of Babel exists as shown in Appendix I. Perhaps this and similar inconsistencies among the many California junior colleges should be subject for consideration by the various junior college organizations and by the new governing board.

APPENDIX I

TITLES OF EVENING COLLEGE ADMINISTRATORS

Administrative Dean of Extended Day

Administrative Dean of Instruction

Assistant Dean of Instruction

Assistant Superintendent

Associate Dean of Evening Instruction

Associate Dean of Instruction

Dean of Evening College

Dean of Evening Division

Dean of Evening Division and Summer Session

Dean of Evening Instruction

Dean of Extended Day and Summer Session

Dean of Instruction

Dean of Instruction and Director of Evening and Summer Programs

Dean of Instruction and Evening Division

Dean of Instructional Services

Dean of Special Instruction

Dean of Student Personnel

Director

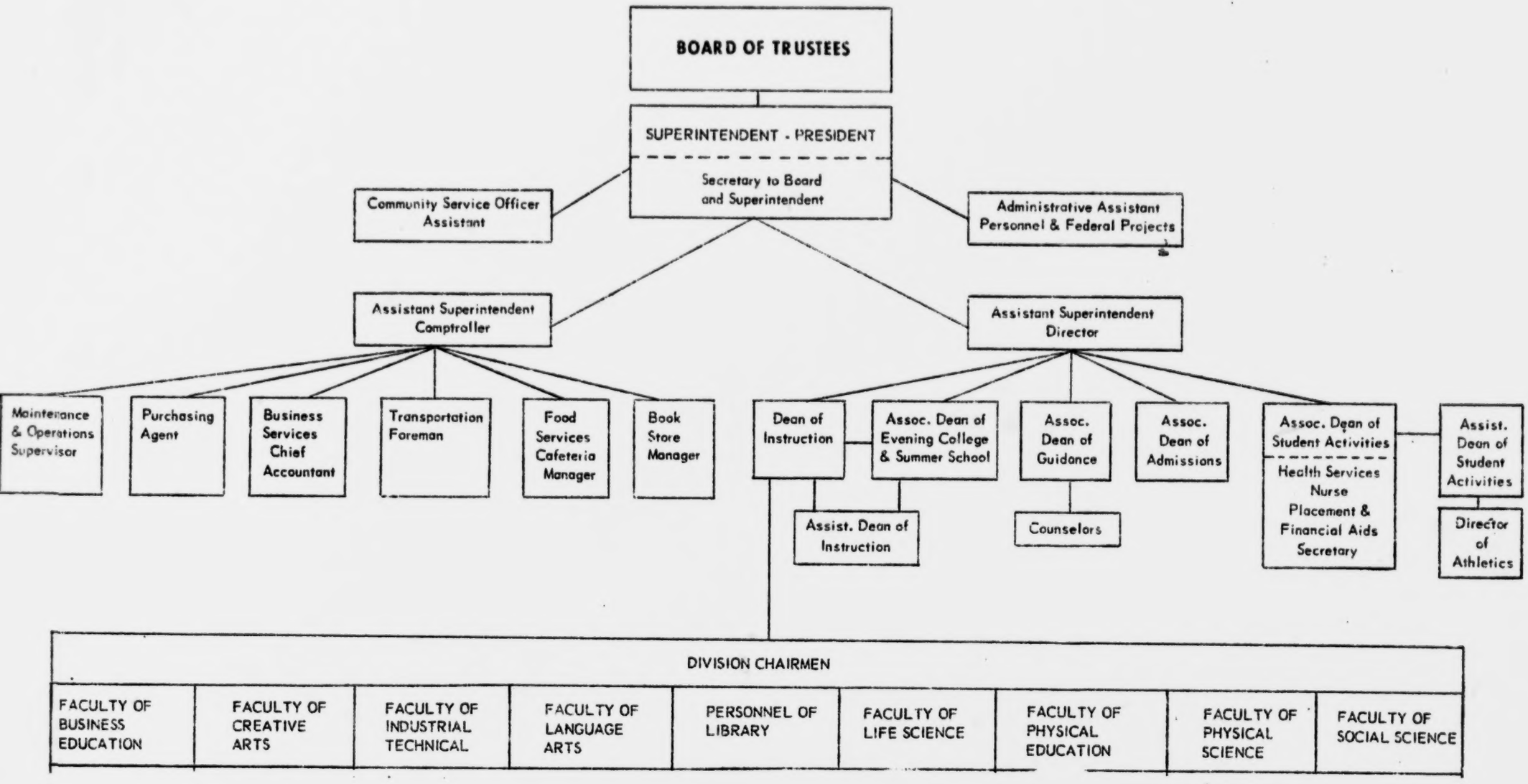
Director, Extended Day

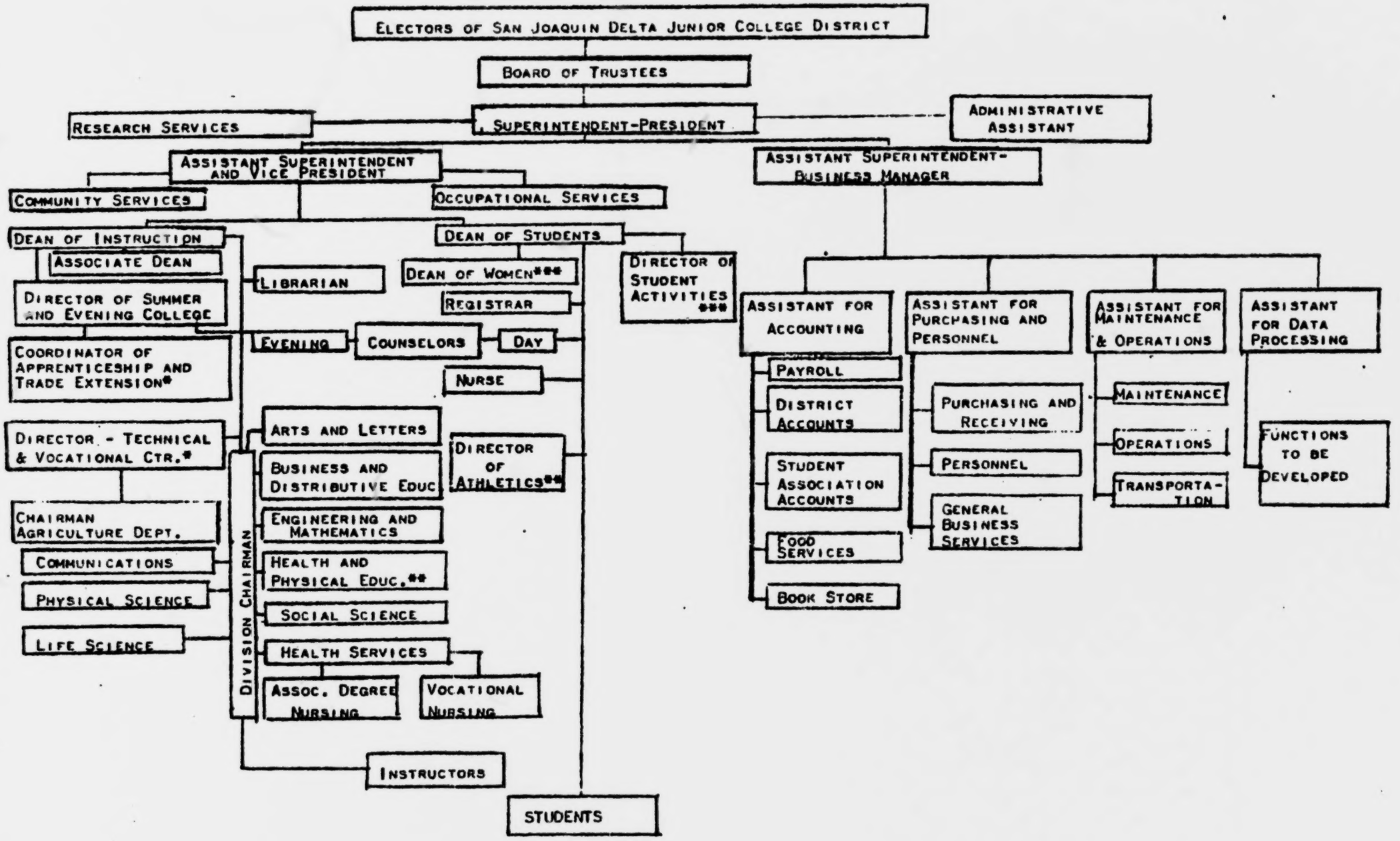
Director of Evening College

APPENDIX II

ORGANIZATIONAL CHARTS

CHAFFEY UNION JUNIOR COLLEGE DISTRICT





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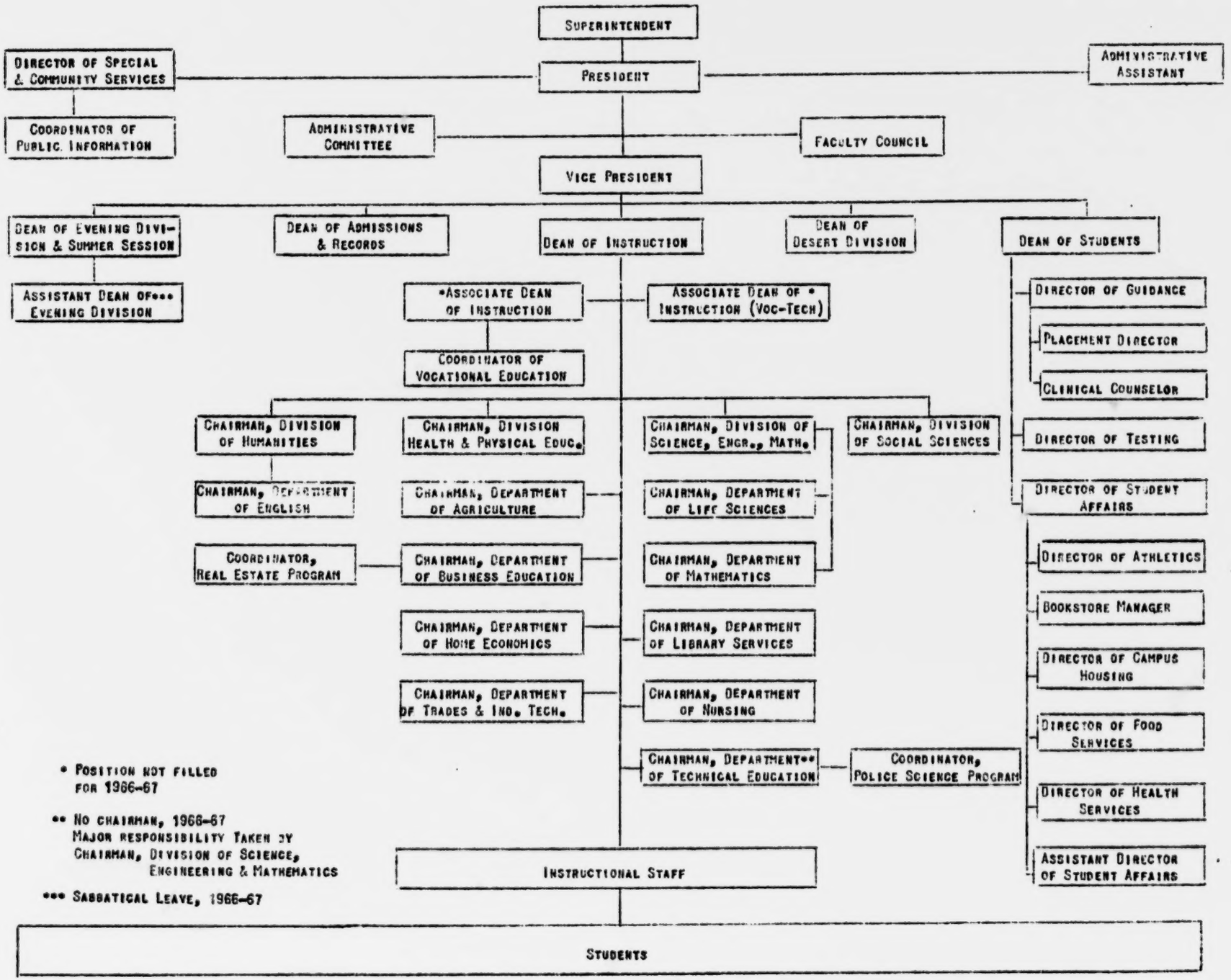
*** SAME PERSON

JULY 6, 1967

ORGANIZATION PLAN - BAKERSFIELD COLLEGE

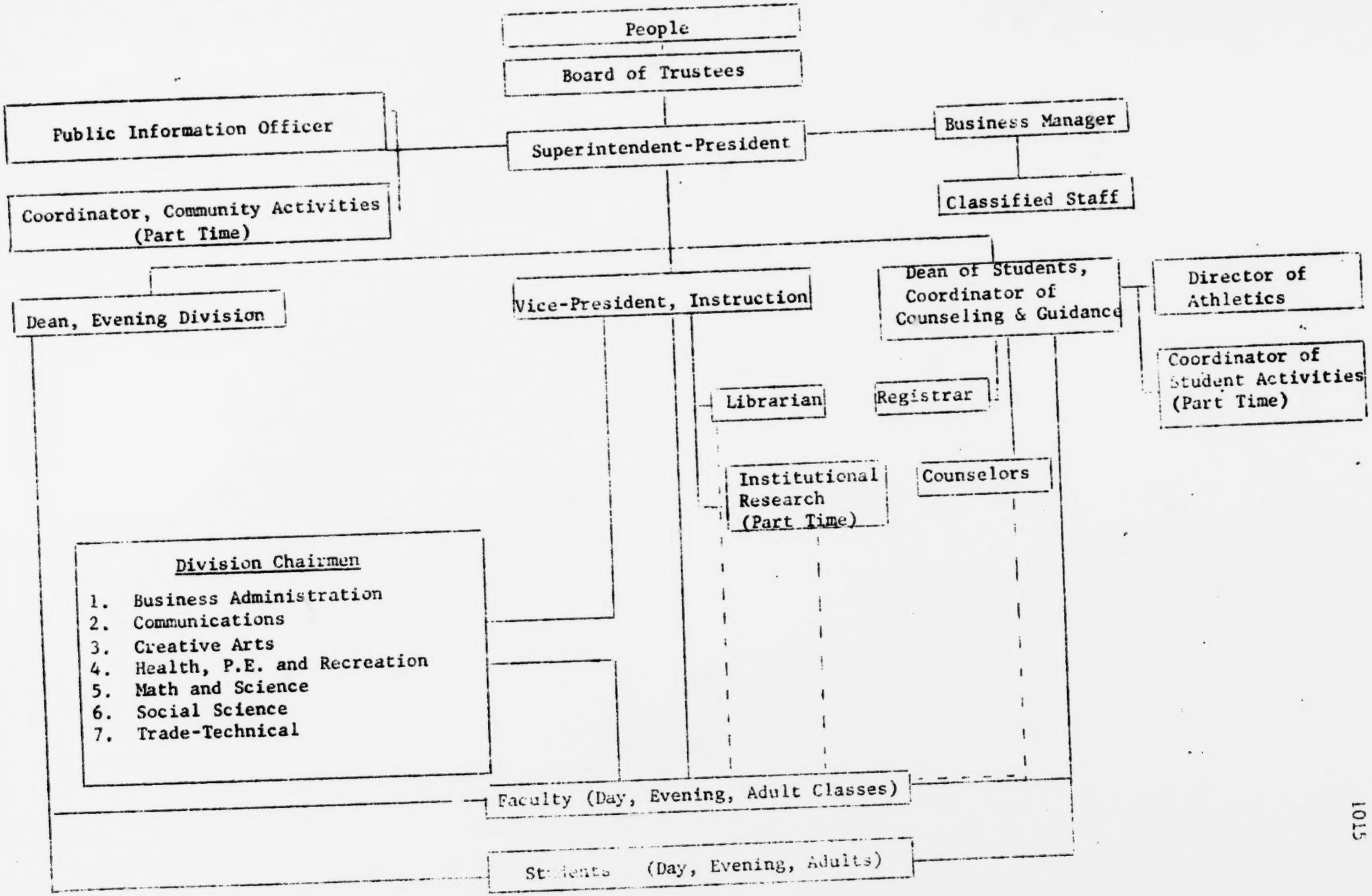


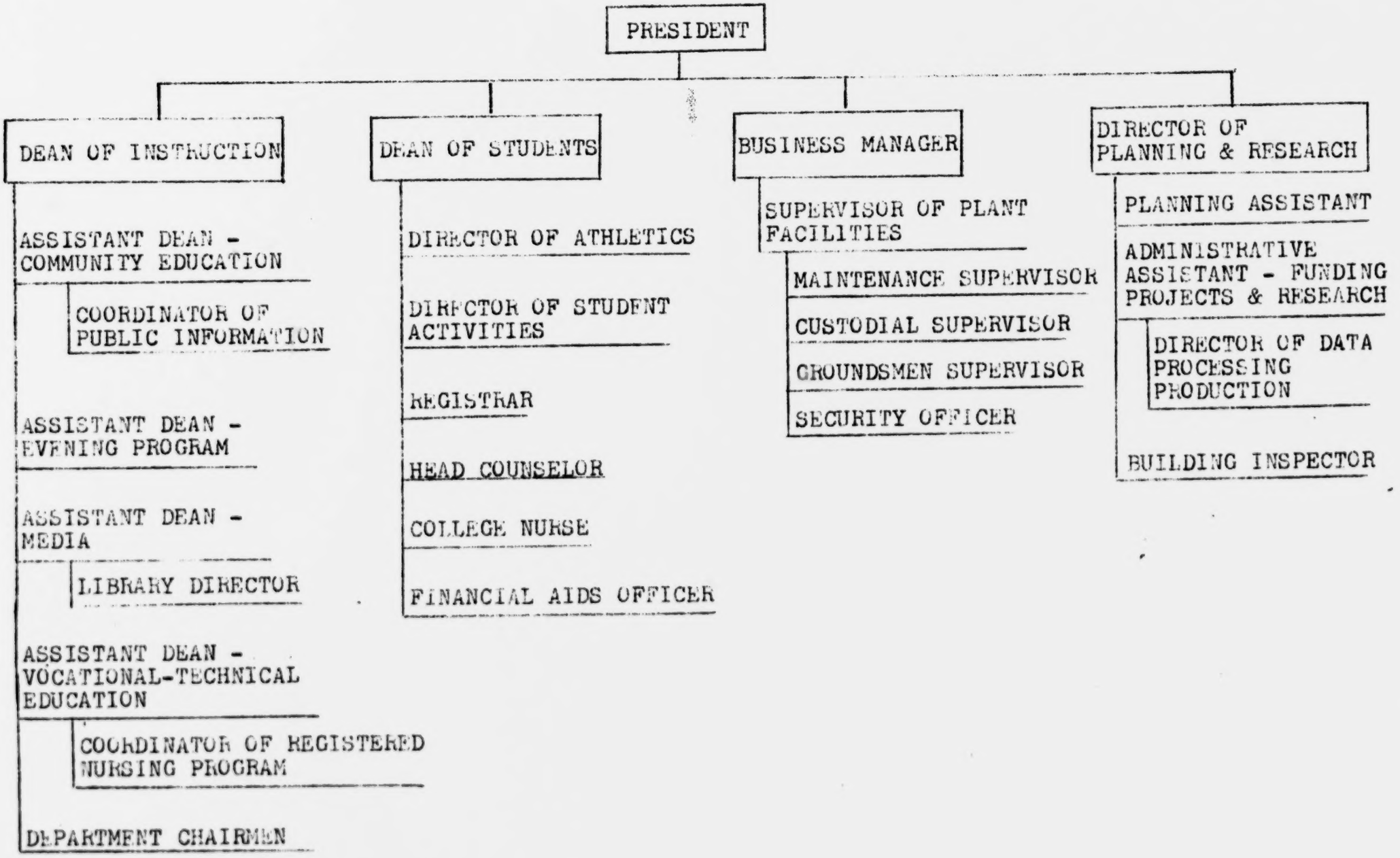
* POSITION NOT FILLED FOR 1966-67

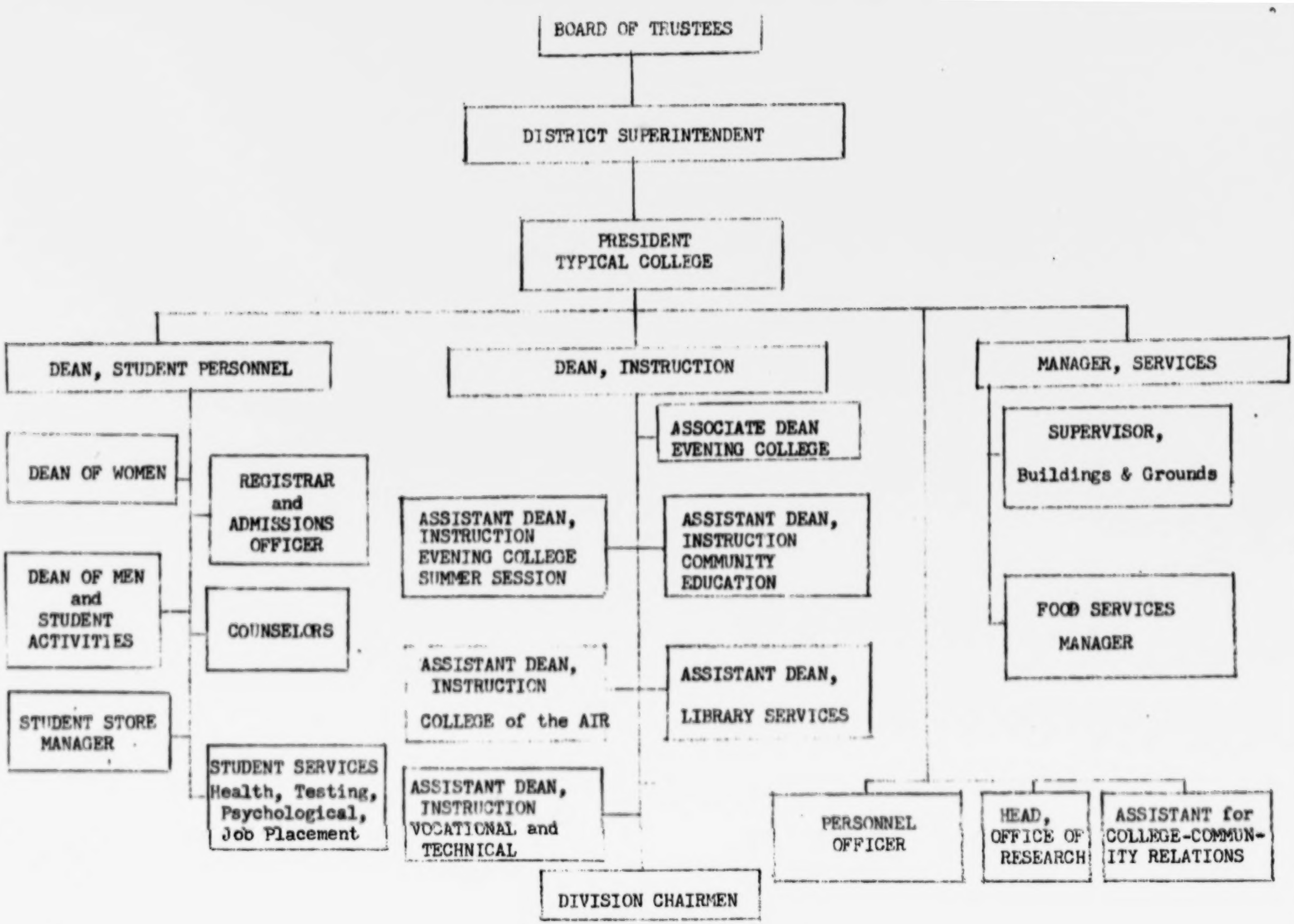
•• NO CHAIRMAN, 1966-67
MAJOR RESPONSIBILITY TAKEN BY CHAIRMAN, DIVISION OF SCIENCE, ENGINEERING & MATHEMATICS

••• SABBATICAL LEAVE, 1966-67

REVISED 8/17/66


People
Board of Trustees
Public Information Officer
Superintendent-President
Business Manager
Coordinator, Community Activities (Part Time)
Classified Staff
Dean, Evening Division
Vice-President, Instruction
Dean of Students, Coordinator of Counseling & Guidance
Director of Athletics
Librarian
Registrar
Coordinator of Student Activities (Part Time)
Institutional Research (Part Time)
Counselors
Division Chairmen
1. Business Administration
2. Communications
3. Creative Arts
4. Health, P.E. and Recreation
5. Math and Science
6. Social Science
7. Trade-Technical
Faculty (Day, Evening, Adult Classes)
Students (Day, Evening, Adults)


PRESIDENT
DEAN OF INSTRUCTION
ASSISTANT DEAN - COMMUNITY EDUCATION
COORDINATOR OF PUBLIC INFORMATION
ASSISTANT DEAN - EVENING PROGRAM
ASSISTANT DEAN - MEDIA
LIBRARY DIRECTOR
ASSISTANT DEAN - VOCATIONAL-TECHNICAL EDUCATION
COORDINATOR OF REGISTERED NURSING PROGRAM
DEPARTMENT CHAIRMEN
DEAN OF STUDENTS
DIRECTOR OF ATHLETICS
DIRECTOR OF STUDENT ACTIVITIES
REGISTRAR
HEAD COUNSELOR
COLLEGE NURSE
FINANCIAL AIDS OFFICER
BUSINESS MANAGER
SUPERVISOR OF PLANT FACILITIES
MAINTENANCE SUPERVISOR
CUSTODIAL SUPERVISOR
GROUNDSMEN SUPERVISOR
SECURITY OFFICER
DIRECTOR OF PLANNING & RESEARCH
PLANNING ASSISTANT
ADMINISTRATIVE ASSISTANT - FUNDING PROJECTS & RESEARCH
DIRECTOR OF DATA PROCESSING PRODUCTION
BUILDING INSPECTOR


BOARD OF TRUSTEES
DISTRICT SUPERINTENDENT
PRESIDENT
TYPICAL COLLEGE
DEAN, STUDENT PERSONNEL
DEAN, INSTRUCTION
MANAGER, SERVICES
DEAN OF WOMEN
REGISTRAR and ADMISSIONS OFFICER
DEAN OF MEN and STUDENT ACTIVITIES
COUNSELORS
STUDENT STORE MANAGER
STUDENT SERVICES Health, Testing, Psychological, Job Placement
ASSOCIATE DEAN EVENING COLLEGE
ASSISTANT DEAN, INSTRUCTION EVENING COLLEGE SUMMER SESSION
ASSISTANT DEAN, INSTRUCTION COMMUNITY EDUCATION
ASSISTANT DEAN, INSTRUCTION COLLEGE of the AIR
ASSISTANT DEAN, LIBRARY SERVICES
ASSISTANT DEAN, INSTRUCTION VOCATIONAL and TECHNICAL
DIVISION CHAIRMEN
SUPERVISOR, Buildings & Grounds
FOOD SERVICES MANAGER
PERSONNEL OFFICER
HEAD, OFFICE OF RESEARCH
ASSISTANT for COLLEGE-COMMUNITY RELATIONS
DAY and EVENING TEACHING FACULTIES